

MULTIMEDIA



UNIVERSITY

STUDENT IDENTIFICATION NO

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MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 1, 2015/2016

BHE3024 – BASIC HUMAN RESOURCE CONSULTING

(All sections / Groups)

6 OCTOBER, 2015
9.00 a.m – 11.00 a.m
(2 Hours)

INSTRUCTIONS TO STUDENT

1. This question paper consists of **FOUR (4)** pages with **TWO (2)** Sections only.
2. **Section A: ONE (1)** Case Study. Attempt **ALL** questions.
Section B: FOUR (4) Structural Questions. Attempt **THREE (3)** questions.
3. Please write all your answers in the Answer Booklet provided.

SECTION A: CASE STUDY

THE HOTEL PARIS

The Hotel Paris's competitive strategy is "To use superior guest service to differentiate the Hotel Paris properties, and to thereby increase the length of stay and return rate of guests, and thus boost revenues and profitability." HR manager Lisa Cruz must now formulate functional policies and activities that support this competitive strategy by eliciting the required employee behaviors and competencies.

Lisa Cruz knew that as a hospitality business, the Hotel Paris was uniquely dependent upon having committed, high-morale employees. In a factory or small retail shop, the employer might be able to rely on direct supervision to make sure that the employees were doing their jobs. But in a hotel, just about every employee is "on the front line." There is usually no one there to supervise the limousine driver when he or she picks up a guest at the airport, or when the valet takes the guest's car, or the front-desk clerk signs the guest in, or the housekeeping clerk needs to handle a guest's special request. If the hotel wanted satisfied guests, they had to have committed employees who did their jobs as if they owned the company, even when the supervisor was nowhere in sight. But for the employees to be committed, Lisa knew the Hotel Paris had to make it clear that the company was also committed to its employees.

From her experience, she knew that one way to do this was to help her employees have successful and satisfying careers, and she was therefore concerned to find that the Hotel Paris had no career management process at all. Supervisors weren't trained to discuss employees' developmental needs or promotional options during the performance appraisal interviews. Promotional processes were informal. And the firm did not attempt to provide any career development services that might help its employees to develop a better understanding of what their career options were, or should be. Lisa was sure that committed employees were the key to improving the experiences of its guests, and that she couldn't boost employee commitment without doing a better job of attending to her employees' career needs.

To avoid this situation, companies with concerns about their employees career development could use outside consultants to get a fresh look or idea. Not be an issue if the firm engaged an external consultant to help solve the problem. Among the factors that the companies hire outside consultant are the augment staff numbers and the augment staffs skills and knowledge. In addition, consultant can help companies identify and address problems with organizational culture without political, functional, or other bias, thus can speed up the decision making.

For Lisa and the CFO, preliminary research left little doubt about the advisability of instituting a new career management system at the Hotel Paris. The CFO therefore gave the go-ahead to design and institute a new Hotel Paris career management program. Lisa and her team knew that they already had some of the building blocks in place, thanks to

the new performance management system they had instituted just a few weeks earlier. For example, the new performance management system required that the supervisor appraise the employee based on goals and competencies that were driven by the company's strategic needs, and the appraisal itself produced new goals for the coming year and specific development plans for the employee.

References:

Weiss, A. (2009). *Getting Started in Consulting*, (3rd Ed.), New Jersey: John Wiley & Sons.

Questions

- a) As a consultant, recommend **FOUR (4)** specific career development activities the hotel should implement.

(20 marks)

- b) What type of consulting that you can offer to Paris Hotel, and why you think that type of consulting is suitable?

(5 marks)

- c) Lisa Cruz is a HR manager who has extensive experience in human resource management, however she still needs consultant for advice. Give **FOUR (4)** reasons why Paris Hotel need consultant?

(15 marks)

(Total: 40 marks)

Continued...

SECTION B: STRUCTURED QUESTIONS**QUESTION 1**

- a) Name **FOUR (4)** stages in consulting framework, at what stage consulting launching a project team and list the task of that stage.
(8 marks)
- b) A major challenge to develop project team is getting the right professional resources to do the work. Describe **THREE (3)** incentives that can improve your chances to attract right professional to joint your team.

(12 marks)

(Total: 20 marks)**QUESTION 2**

- a) Building a team is very difficult work. A consultant who assumes the responsibility of leading other consultants on a project must grapple with a mix of client pressures, scope creep, shifting tasks, time constraints, various personalities, hidden agenda, emotional volatility, and the leader's own natural desire to perform well as a leader. As the project leader endeavors to turn a group of egos into a team, it helps to know what a team is.

According to Katzenbach and Smith (2003) a team can be defined based on four elements. Name all **FOUR (4)** elements in a sentence.

(4 marks)

- b) Explain all **FOUR (4)** elements in team definition by Katzenbach and Smith (2003).

(16 marks)

(Total: 20 marks)**QUESTION 3**

- a) Change and change management lie at the heart of consulting and consultants are in fact change agents. Consultants are catalysts of change. Suggest **FOUR (4)** ways how the consultant can help the client to accept change.

(8 marks)

- b) The term performance management is indicative of our assumption that performance can be managed. This requires that project leaders implement the four steps of the performance management process. The performance management process consists of goal setting, performance tracking, coaching, and appraisals. Explain **THREE (3)** reasons why goals setting are important.

(12 marks)

(Total: 20 marks)**Continued...**

QUESTION 4

- a) Thousands of business consulting firms, ranging in size from one-person operations to perhaps a dozen people, have emerged over the last twenty-five years around the world. Their consulting ranges from executive coaching and leadership development to advising on how to build and run a corporate learning academy; from corporate social responsibility and crisis management to sustainability, security, and integrating technology systems; from business turnarounds to personal financial planning. Give the definition of professional consultant.

(4 marks)

- b) Briefly explain how the consultant to win the business.

(4 marks)

- c) It is always a special time when consultants meet with a prospective client for the first time. It is fraught with subtle dynamics, multiple levels of communication, and important first impressions. Explain **FOUR (4)** practices that help to put people at ease and get things started.

(12 marks)

(Total: 20 marks)

End of paper.

